

The Analysis of Invigilation Arrangement and Incentive Mechanism of Private Colleges

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Abstract: The invigilation work is a kind of transactional mental work, whose labor intensity is increased by the influence of long time and monotonous content. In order to improve the quality of invigilation and teachers' satisfaction, the author puts forward systematization of invigilation arrangement and the method of progressive piece-rate wage to pay the invigilation remuneration.

1. Introduction

Invigilation is the act of supervising the examination site in order to maintain the discipline and fairness of the examination. And the main responsibilities of invigilators in the invigilation process are to maintain the discipline and order of the examination room, strictly implement the examination procedures, identify cheating behaviors in time, and ensure the fairness of the examination. According to the different time, the invigilator is divided into teacher working time and the invigilator after work; according to the different teaching progress, it is divided into midterm examination and final examination; according to the relationship between the exam time and the semester, it is divided into the early final exam and the final exam of the exam cycle. In addition, there are make-up exams, such as CET-4 and CET-6 exams, computer tests and so on. The variety of examinations and the large number of students make the scale of examinations large, the number of examinations big, which highlights the importance of invigilation work arrangements.

For private colleges carry out the flat management, their organization structure are streamlined and efficient, as a result the academic affairs office of the school needs to match almost the faculty resources of the whole school with all the exam sessions, and distribute them manually when arranging invigilation which is a complicated, tedious and error-prone work. Based on the analysis of the nature of invigilation work, this paper puts forward the problems in the arrangement of invigilation work in colleges with flat management and further gives countermeasures and suggestions.

2. The Nature of Invigilation Work

2.1 Invigilation Belongs to Mental Work or Physical Labor.

Labor, is the cost of physical and mental for people in order to create the use of value. Physical labor is the labor in which the laborer takes the movement system as the main movement organ, while mental work is the work that the nervous system of the brain is the main movement organ.

The invigilation work has the characteristics of physical labor simplicity, short periodicity, high order repeatability and intuitiveness, but it does not take the movement system as the main movement organ. The invigilation work should supervise the student cheating behavior and need to use the brain nervous system, but it does not have the characteristics of low mental work content repeatability the intangible work form.

Professor Liao Jianqiao called this kind of work with a relatively balanced proportion of physical and mental use, low labor intensity and long time continuity as transactional mental work, which is

quasi mental work, or a bit more advanced physical work and can use piecework measurement work.

2.2 The Labor Intensity of Invigilation Work.

Labor intensity is not only a physical consumption, but also a psychological burden. In the article “Preliminary Study on Quantitative Analysis of Labor Intensity”, Liu Changyong defined labor intensity as: Per unit time, labor engaged in the degree of physiological loss and psychological load intensity, and the labor intensity of this complex economic phenomenon rich connotation is analyzed into four points, which are to distinguish the degree of physical labor and mental labor, to distinguish the intensity and frequency of labor, to distinguish the degree of local concentration of labor and to distinguish the degree of monotonous content of labor.

The invigilation work belongs to transactional mental work, the time of the frequency of movement of its body and power, concentration of willpower and mental pressure are not big, whose the frequency and strength of the body movement, the time to concentrate the willpower and the mental pressure are not big, from this point of view, invigilation work of physical labor intensity and mental labor intensity is not big. However, the invigilation work of colleges has many sessions, large frequency, long time; and the invigilation in the work saturation is not high, repetitive boring, but increased the intensity of labor, and the intensity of labor is different because of the time. Some invigilators are arranged inside working hours, some invigilators are arranged in the evening, with different labor intensity; Some invigilation arrangement for live young teachers, some invigilation arrangement for middle-aged teachers who have children home, with different reflection in the individuals of the intensity of labor; Some invigilators are arranged for teachers who are faced with heavy work, and some are arranged for teachers who are easy to work, also with different labor intensity. Therefore, in order to facilitate administration, the irrationality has been shown by the equal distribution of invigilation and the homogenization of remunerations for all invigilation.

3. Analysis of the Problems of Invigilation in Private Colleges

3.1 The Invigilation Arrangement is Equalized.

Private colleges generally adopt the principle of “concise and efficient” in the establishment of management institutions, and use the flat management mode. The invigilation work is also arranged by the academic affairs office for the whole faculty. The result of this is that the manual arrangement of invigilation workload, high difficulty, easy to make mistakes. In addition, the Academic Affairs Office has no time to take into account the situation of each teacher, such as the work content and school district of teachers in different positions, family or physical factors of teachers of different ages, and the convenience degree of invigilation of teachers in and out of school, so that the academic affairs office can only consider the needs of each teacher less and divide the invigilation work equally, which leads to the teachers' lower satisfaction with this work arrangement.

3.2 The Invigilation Remuneration Adopts the Direct Infinite Piece Rate System.

The labor remuneration of the job of invigilator of university run by the people uses direct infinite piece rate wage system, that is to say, teacher invigilator workload does not have lowest standard or excess standard, and calculate the labor reward according to the same unit of valuation to every invigilator. The advantage of the direct infinite piecework wage system is that the calculation method is simple and the relation between wages and labor output is clear at a glance. However, with the increasing workload of invigilation, teachers' work intensity is also gradually increasing, and the marginal incentive utility of wages is gradually decreasing. For example, the labor payment for an invigilator is 50 yuan, and the teacher will be paid 50 yuan if the invigilator arrangement increases from 0 to 1. The teachers do not complain too much, but if the teachers' invigilation work increase from 10 to 11, the increase in labor compensation is still 50 yuan, teachers in the backlog of a large number of their own work and invigilation work on the basis of an

additional invigilation, and the physical and mental bear a substantial increase in the disutility, but the salary incentive is not any change, which will lead to the result that although the school has distributed the invigilation arrangement equally by administrative order, the staff are full of complaints and passive resistance, resulting in a decline in the quality of invigilation work and staff satisfaction.

4. Suggestions on Invigilation Arrangement and Reward Incentive for Private Colleges

4.1 To Realize the Humanization of Invigilation Work Arrangement through Invigilation Arrangement Systematization.

The academic affairs office should use the invigilation arrangement system. Then on the basis of considering the hard constraints of invigilation arrangement and the soft constraints of teachers' different demands for invigilation, it should improve the efficiency of examination arrangement, avoid the conflict of arrangement, try to meet the special needs of different teachers for invigilation arrangement, and realize the systematization, self-help and humanization of invigilation arrangement.

This system can give a certain period of invigilation tasks, and set the minimum and maximum standards of invigilation for each invigilator. Finally, the college teachers can choose the tasks themselves. Meanwhile this system is similar to a market. For under certain hard constraints, teachers can choose according to their actual situation. For instance, some teachers are older, some teachers are in poor health, and some teachers have school-age children in their families who can choose a few less appropriately.

4.2 Adopting Progressive Piece-Rate Wage System to Enhance the Incentive Effect of Invigilation Work Arrangement.

Private colleges can abolish the direct infinite piece-rate wage system and adopt the progressive piece-rate wage system, which means under the condition of complete invigilation minimum standard, invigilation reward within the norm is calculated by normal piece price while excess payment is calculated at one or more incremental unit rates. Thus young teachers with light family tasks and convenient transportation are encouraged to actively participate in the invigilation work, so as to enhance incentive utility, effectively compensate for the gradually increasing labor disutility, and realize the matching between supply and demand as well as efficiency and fairness of invigilation arrangement.

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